A proposal for the proposed Ph.D thesis entitled

"A STUDY OF EMPLOYEE TURNOVER & RETENTION STRATERGIES ADOPTED BY MARATHI PRINT MEDIA INDUSTRIES"

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Introduction

Retaining employees is an important goal of every organization. Employees are an asset of an organization. The more time an employee spends in an organization, the more experienced the employee gets and becomes more valuable to the organization. Companies make a great deal of investment in hiring an employee. This includes advertisements for the job vacancies, paying the recruiter, time and effort spent in conducting interviews and selection etc. Also, when an employee joins an organization, he is not as productive to the organization because he is not familiar with the systems and procedures of the organization and in full-time jobs it takes at least couple of months for the employee to get himself aligned with the organization. The discussion so far does not take into account the fact that there might be gaps in knowledge of the employee relating to technology and skill set required for the job. If so, it takes the company considerable amount of resources to train the employee.

India has a scrumptious tradition of print media since pre-independence and post-independence times. Indian print media had a glorious role in the freedom struggle of the country. After independence, diverse forms of media have made and contributed to expostulate democratic values to the people of India. Print media earned credibility by accurate, unbiased, factual, and objective reporting. For the last 5 decades, readers are most trusted in print media comparatively electronic or web media.

Last few months with the spread of the Covid-19 virus country's print media has faced many challenges from employment to economically. Now print media inconclusive on news and information gathering, advertising, distribution, and economy generation.

In 2020–2021, the COVID-19 pandemic influenced all parts of human life. It has had an unprecedented impact on the lifestyle, consumer behavior and quality of life and on business activity in all sectors of the global economy.

While hiring employees is a relatively easy task, it is not a painless task to retain them – and to retain them happily. Employee retention is simply defined as the ability of an organization to retain its employees, thereby reducing the employee turnover, whilst also promoting an active and trustworthy working environment.

In employee retention in covid-19 pandemic becomes extremely crucial. It is the responsibility of Human Resources team and updates various policies and processes through which staff retention can take place effectively. It is also instrumental in the creation of a working environment that facilitates professional development for different types of employees and helps them carve out their own career path. By creating mechanisms to ensure work-life

balance, while also striving forward to achieve company's business goals, HR makes sure that both parties are benefited and satisfied.

The current economic situation of print media industries are highly challenging faced the need for major changes in the decades before the pandemic due to economic crises and lack of revenue sources.

The Covid-19 pandemic crises has change strategic path of traditional Marathi media transformation. Also minimize additional benefits of staff members and planned strategies on cost reduction. The impact of the COVID-19 pandemic risks on employment in Marathi prints media and their business models have not been analysis more critically. Many Marathi print Medias have been tested positive from the deadly Covid-19 virus. Media houses and groups have reduced production costs and close doors to their staff due to economic crises and lack of revenue sources.

Emergency anti-pandemic measures that resulted in reduced incomes of staff, as well as financial problems of investors and advertisers, have come as an unexpected and harsh blow to Marathi print media submerged in the process of search for new business decisions and new business models. As a result, they have suffered a substantial volume of additional economic losses in 2020–2021. The Marathi print media industry has been hit by several crises like recession, digitalization, social & electronic media and inflation but through all of these print, media industries preserved. The current Covid-19 has broken the backbone of Marathi newspapers organization.

Marathi Print media industries in Marathwada region is facing huge financial as well as staff turnover trouble due to a shortage of revenue which comes from circulation, Events, publications and advertising. The worst effects of Covid-19 on Marathi print media and their employment in the challenging environment.

Importance of the study

The Marathi newsprint industry has found itself in a massive recession situation due to the Covid-19 pandemic. Primary revenue sources of advertisement have almost stopped. After a decline in advertisement revenue the newsprint companies of India working on how to minimize production costs and gain control over spending. The management authorities of the newspaper company decided to do pay cut-offs and minimum manpower to avoid unnecessary expenses. There is disruption of newspaper distribution due to multiple lockdowns

declarations in India. Journalists and other print media employees have face the changes of pay cuts and reduce the benefits of staff members resulting increase employee turnover and employee retention becomes a major challenge.

It is highly necessary to study the employee retention strategies adopted by Marathi print media industries to reduce employee turnover cost, avoid knowledge lost, improve productivity and improve morale of media staff members during covid-19 pandemic situation.

Problem Definition

Factors that contribute to employee retention are varied and have been verified to an extent by equally varied models and theories. This study mention employee motivation, job satisfaction and job embed deadness as the main factors that influence employee retention rates in print Media Industry. Marathi Print Media industries typically apply some of these factors in the development and implementation of their employee retention strategies. There is however little information on the strategies to adopt when dealing with knowledge-intensive industries. The nature of jobs in these kinds of industries directs the employee to use his creative abilities together with extensive knowledge about a subject. The strategies applied to retain the knowledge worker may need to be adjusted to some extent as compared to other workers, say factory workers. The nature of work in the patent industry is mostly abstract and involves less or no element of physical and hands-on work. Patent examiners and attorneys form the core of the industry. They examine patent applications and assess or advise clients on the patentability of their inventions. These people are primarily from technical backgrounds and aspire to work in the cutting-edge technology when they are young and studying for their technical degrees in the universities. On joining the patent industry they discover that the work is not of practical nature. Those who have got curiosity for practical scientific work may find work in the patent industry less mentally 4 stimulating and may feel bored with it. This could lead to employee turnover. Thus a concern for this industry has been the retention of its trained employees. The purpose of this thesis is to investigate the factors that contribute to an employee's decision to quit his job. In this study, we intend to do a case of a patent firm and aim to draw generic conclusions which can be applied to a variety of organizations. We aim to recommend measures for organizations to increase job satisfaction and help retain the employees.

The study of employee retention strategies adopted by Marathi print media during covid-19 pandemic, as well as the prospects of local media transformation in the challenging

environment. The spread of the Covid-19 in virus print media has faced many challenges, limitations, found many difficulties in employee retension. Many journalists have been tested positive from the deadly Covid-19 virus. Media houses and groups have reduced production costs and lack of revenue sources hence changes the structure of compensation and benefits resulting that employee turnover increases.

The Covid-19 pandemic crises has change strategic path of traditional Marathi newspapers industries also minimize additional benefits of staff members and planned strategies on cost reduction. To full fill the gap due to employee turnover in pandemic tragedy and lack of employee retention strategies measures and planning to overcome such health disaster situation in print media Market that face challenging time and need to take corrective measures should take to minimize employee turnover and employee retention as well as management of such pandemic employee losses.

Objectives of the Study

1. To study the employee turnover during Covid-19 in Marathi Print Media industries
2. To find out reasons for employee turnover during Covid-19 in Marathi Print Media industries
3. To study welfare policies adopted by Marathi Print Media industries during Covid-19 pandemic situations
4. To find out the relationship between compensation and benefit policies & employee turnover in Marathi Print Media industries
5. To study the effectiveness of retention strategies implemented in leading Marathi Print Media industries

Literature Review

In 2020–2021, the COVID-19 pandemic influenced all parts of human life. It has had an unprecedented impact on the lifestyle, consumer behavior and quality of life (Laato et al. 2020; Sheth 2020; Berezka et al. 2021; Sheresheva et al. 2021), and on business activity in all sectors of the global economy (Amankwah-Amoah et al. 2020; Bartik et al. 2020; Cavanagh et al. 2020; Donthu and Gustafsson 2020; Polukhina et al. 2021; Sheresheva 2020). The international community “is now in the “acute” stage of reconsidering its problems and risks, capabilities and coordination in the face of COVID-19 and the Global Recession of 2020” (Bobylev and Grigoryev 2020, p. 4). The current economic situation is highly challenging for print media which faced the need for major changes in the decades before the pandemic, due to digitalization

and globalization (Picard 2014). Emergency anti-pandemic measures that resulted in reduced incomes of people, as well as financial problems of investors and advertisers, have come as an unexpected and harsh blow to print media submerged in the process of search for new business decisions and new business models. As a result, they have suffered a substantial volume of additional economic losses in 2020–2021.

At the same time, pandemics served as a facilitator of media digitalization. Due to restrictions and the need for distancing "multiscreen and digitalization" became "new signs of media consumption, which began to be most clearly traced in 2020" (Zakharova et al. 2021, p. 147). Media industry actors struggling to survive started not only to optimize their operations and look for loans but intensified their search for innovative decisions and models of further development. The management of periodicals has become "the entry point of media convergence" (Chen and Chen 2021, p. 7). In this regard, the media convergence concept impressively grew in importance and found itself in even higher demand on the current agenda of print media. There is obvious interest to this topic also in emerging markets (Emwinromwankhoe 2020; Fadilla and Sukmono 2021; Lu 2020; Wu 2021). Still, no research has been undertaken on the consequences of COVID-19 pandemic for media convergence in Maharastra print media industries. There is no clear understanding in Marathwada print medias regarding how print media react to the new unprecedented challenges and try to cope with them. The study aims to fill this gap by analyzing the Marathwada print media market before and during the COVID-19 pandemics, as well as the prospects of local media transformation in the challenging environment. The overall goal is to find better ways to cope with the pandemic crisis and to use the opportunities of the media convergence approach for the revival and success of marathwada print media industries. The study contributes to the literature on the COVID-19 pandemic impact on the functioning of Marathwada print media industries, as well as to the literature on the print media convergence in emerging markets. From our point of view, the potential of media convergence in Marathwada is not yet fully recognized and still underused, in spite of the growing understanding that there is no alternative to integrate organically the technology of traditional paper media and new media. Additional confirmation of this understanding is that since 2021 the experts of the Association of Maharashtra Communications Agencies started to calculate not only advertising volume spread among distributing media, but also advertising volume by type of content. Experts underline the effect of convergence on the business process of mass media in Maharashtra and, in particular, of Marathi print media in marathwada region.

Previously, different media types developed as independent and self-sufficient, with their own genre originality and their own peculiarities in the creation and distribution of content. Under the new conditions, in less than one decade, the boundaries between the previously different media types were blurred, completely new forms of the content presentation appeared (Domingo and Heinonen2008). One witnessed an interpenetration of genres, and some genres have completely disappeared.

Due to Covid-19 Online journalism stepped into the scene as a new generation after conventional journalism and broadcast journalism (Cohen2002). Some conventional media have fully evolved from newspapers to online media, some continued to work in the traditional format, but could no longer remain within the old paradigm of exclusively print media. "Mature and saturated markets, loss of audiences not highly interested in news, the di- monishing effectiveness of the mass media businesses model, the lingering effects of the economic crisis, and the impact of digital competitors" (Picard2014, p. 488) triggered an intensive search for new approaches that could meet the challenges of the Covid-19 pandemic crisis in Marathwada region , and this has led to the emergence of the media convergence concept.

In Marathwada region, academics and practitioners also believe that "media convergence is a process in the modern print media industry that is directly related to technical advances in information transmission and is based on the principle of crossmedia—one-time production of content and its multiple replications on different media platforms" but reasonably emphasize that "converged editorial offices of specific media types are not as autonomous as in conventional holding structures"

Research Design

This study involves both qualitative as well as quantitative data. Out of the different categories (i.e. exploratory research, descriptive research and casual research). Exploratory and Descriptive Research design will be used for different phases of research.

Temporal & Geographical Scope of Study

This Study will be conducted in Marathwada region. The study will be restricted to selected (sample study) Marathi daily newspapers in Marathwada region.

Limitations of the study

Only Marathi daily print media will be surveyed for the study of employee turnover and employee's retention studies. Retention strategies effectiveness will be restricted to only with the leading Marathi newspapers.

This study will be restricted to Marathi Print Media Industries in Marathwada Regionn during covid 19 Pandamic situations.

Hypothesis Of the study

$H0_1$ There is no employee turnover during pandemic situation in Marathi Print Media Industries

$H1_1$- There was a significant employee turnover during pandemic situation in Marathi Print Media Industries

$H0_2$ There is no significant relation between compensation benefits schemes and employee turnover in Marathi Print Media Industries.

$H1_2$- There is negative relationship between compensation benefits schemes and employee turnover in Marathi Print Media Industries.

$H0_3$ Employee retention strategies were not effectively implemented in Leading Marathi Print Media Industries.

H13- Employee retention strategies were effectively implemented in Leading Marathi Print Media Industries.

$H0_4$ There is no relationship between Work Environment & Employee Turnover in Marathi Print Media Industries.

H14- There is relationship between Work Environment & Employee Turnover in Marathi Print Media Industries.

Sampling Method

Sampling methods are classified in to Probability sampling and non probability sampling. In Probability sampling, probability of selection of sample is same. In this study Probability sampling method will be used.

A multi stage sampling method will adopted for employee retention survey .In first stage cluster random sampling technique will be used for classifying geographic region. Simple random sampling technique will be used for the selection of Marathi print newspaper. Effectiveness survey will be conducted by using multistage sampling method will be used.

Sample Size Estimation

Estimation of sample size is an important part of research. It should not be too less and too large. Small sample size will give rise to sampling errors will not give true picture about population parameters where as high sample size resulting in wastage of resources,

If we assume confidence level and confidence interval then it is possible to estimate sample size.

Sample size

Sr.no	**District**	**Population**
1	Aurangabad	**50**
2	Beed	**50**
3	Jalna	**50**
4	Latur	**50**
5	Nanded	**50**
6	Osmanabad	**50**
7	Parbhani	**50**
8	Hingoli	**50**
	Total (Marathwada)	**400**

Source:

https://www.statista.com/statistics/885777/india-most-read-marathi-publications/

https://www.mediabuzz.org/newspapers/marathi/

Sample size according to morgans formula (Marathwada region) – 230 nos

Sr.no	District	District wise sample size in nos according to morganas formula
1	Aurangabad	40
2	Beed	**30**
3	Jalna	10
4	Latur	30
5	Nanded	40
6	Osmanabad	30
7	Parbhani	30
8	Hingoli	20
	Total	**230**

A good maximum sample size is usually around 10% of the population, as long as this does not exceed 1000. Considering errors 20% of Marathi newspapers will be surveyed. Effectiveness survey will be conducted at all levels in the leading newspaper. Sample size of 20% of total population will be surveyed.

Primary Data Collection Plan

A. Data Collection Instrument

The quality of research depends to a large extent on the quality of the data collection Instrument. Questionnaire is common research tool used in study. A well-structured questionnaire will be used as research instrument to collect primary data.

B. Contact Method

There are many methods of collecting primary data and the main methods include:

- Questionnaires
- Interviews
- Focus group interviews
- Observation
- Case-studies
- Diaries

Personal Interview method will be mainly used to collect Primary data

Data Analysis Plan

A. Statistical Methods

For analysis and interpretation of data collected various statistical techniques will be used such as Measures of Central Tendency, Measures of Dispersion, Correlation & regression, Multivariate analysis , Z test ,Chi square test and factorial analysis.

B. Software for Data analysis

In this study software to be used for data analysis is MS- EXCEL, SPSS

Chapter Scheme

1. Introduction
2. Review of Literature
3. Employee turnover and retention strategies
4. Retention strategies adopted by Marathi Print Media industries in Marathwada region.
5. Data Collection
6. Analysis and Interpretation of data
7. Conclusion & Suggestion

Time Required

April 22 to May 22	Introduction
June 22 to July 22	Literature review and model building
Aug 22 to Sep 22	Secondary Data Collection
Oct 22 to Nov 22	Questionnaire Design
Dec 22 to Jan 23	Primary data collection
Feb 23 to March 23	Data tabulation & Presentation
April 23 to May 23	Data analysis
June 23 to July 23	Conclusion
Aug 23 to Sep 23	Report writing
Oct 23 to Nov 23	Presentation

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